



Delivering Excellence Every Day
The first 365 days

As I mark the beginning of my second year as your County Manager, it is appropriate to take a moment to review the many significant accomplishments of the last 12 months. There are so many achievements to be proud of, none of which would have been possible without your unwavering support and the outstanding commitment of our County employees. I am sincerely grateful for that support and for the spirit of teamwork that has set the tone during our first year of working together.

A year is quite a milestone, yet it must be measured one day at a time – always remaining focused on the goal so aptly expressed by the County's first-ever Vision Statement adopted by the Board of County Commissioners in April: Delivering Excellence Every Day. I am committed to doing business based on the philosophy of delivering excellence through results-oriented government. It's an approach that demands not only that we focus on doing our best on a daily basis – but also that we have a successful game plan for the long term.

When it comes to big picture planning, this County is better positioned than ever before in its history, thanks to the adoption of our first ever Strategic Plan. During my first year as Manager I have concentrated my efforts on putting that plan into action in all areas of government, making sure that every department uses the service area priorities or desired results from the Strategic Plan to drive their business plans.

Delivering Excellence must guide everything we do, 24 hours a day, 7 days a week, 52 weeks a year. With that in mind, I'm pleased to outline for you the key achievements of the last 365 days.

MAKING GOVERNMENT STRONGER & MORE EFFICIENT

A Strong Financial Base

Immediately upon being appointed County Manager, I was confronted by several challenges that not only required urgent action, but also impacted the way this government's finances are managed in the long term. First, I got to work solving issues to strengthen our financial position. I submitted a fiscally responsible FY 03-04 Proposed Budget within the first month, and recommended the establishment of the Emergency Contingency Reserve Fund shortly thereafter. Recognizing that no government can serve its people without a strong financial base, my top priority was to significantly strengthen our reserves by setting aside \$11.3 million this fiscal year and building this fund to more than \$100 million in the next eight years. At no time do residents need their government services more than in a crisis. It's vital that this government makes every effort to be adequately prepared if called upon to respond to an emergency. My FY 04-05 Budget will continue to reflect this philosophy.

I also feel confident that efficiencies and operational revisions undertaken by the Solid Waste and Water and Sewer Departments will help achieve the necessary financial stability to preserve a sufficient level of reserves this year, while ensuring that previously approved fee increases are covering the cost of operation and debt coverage requirements. We are revisiting these assumptions as part of the FY 04-05 budget preparation.

Our Honors For Excellence

Florida Sterling Council

Performance Recognition for 7 County Departments

National Association of Counties (NACo)

24 Achievement Awards

Digital Counties Survey

Ranked Second

Government Finance Officers Association

Distinguished Budget Presentation Award

Performance Institute

Award for Excellence in Performance Management

IT Florida Technology Forum

Government Technology Leadership Award

Center for Digital Government

"Best of the Web" 3rd place Award

Florida City and County Management Association (FCCMA)

Innovation in Communications and Technology Award

More Efficient Delivery

Our customers deserve a government that uses their dollars as efficiently as possible. It was immediately clear to me that many areas of the County organization were in need of realignment and streamlining.

The most critical need was in the area of Transportation. I recommended and oversaw the consolidation of the Office of People's Transportation Management and Miami-Dade Transit into a single Transit Department. This change was necessary to ensure the County's success in implementing the People's Transportation Plan (PTP). We also provided the Citizens' Independent Transportation Trust (CITT) with an administrative structure to support their important role. I made several key appointments aimed at bringing clear direction and action-oriented management to our transportation efforts, naming a Surface Transportation Manager, Executive Director of the CITT and new Director of the consolidated Transit Department. These actions resulted in much more effective governance and improved staff morale, while also providing large-scale efficiencies by avoiding duplication of administration and bureaucracy.

In a similar move, I saw the advantage of combining our two technology departments (ITD and eGov) into a single Enterprise Services Technology Department. Following a model successfully utilized by the private sector, this move better positions our IT organization to serve as a "utility" for enterprise-class initiatives. My approach to managing county government requires that we use our resources in increasingly innovative ways. The innovative use of technology is one of the most powerful tools we have available to improve County operations and services; there is no doubt that the return on investment is multi-fold. With limited resources, however, we must be deliberate in our implementation. A new governance process has been put in place to prioritize information technology projects across the enterprise consistent with the priorities established in the County's strategic plan. This process, applied countywide, is designed to facilitate decision making related to the funding of Information Technology (IT), by requiring a business case for each new technology project, and its review by a newly

established working committee that reviews the proposed initiative based on benefit as well as strategic alignment to the County's goals and objectives. In addition, a comprehensive IT Master Plan is under development, tied to the IT Strategic Plan and the newly established governance process for new IT project funding. An assessment of the existing technology environment is also underway to establish a baseline for IT efficiency and a foundation for a continuous measurement program.

In an effort to improve the security of our large County, I moved the Office of Emergency Management under the Office of the County Manager and assumed the planning and coordinating functions of Homeland Security with the guidance and assistance of our Office of Emergency Management, and Police and Fire Departments.

Creating the Office of Strategic Business Management (OSBM) was another key reorganization strategy. OSBM combines the functions of the former Office of Management and Budget and Office of Performance Improvement. It is primarily charged with keeping the entire organization results-focused. The last year has seen tremendous strides in this area. This year, Department Directors were required to submit annual business plans that outlined the specific actions their departments would undertake in order to achieve the desired outcomes listed in the County's Strategic Plan. To better match the required resources to the achievement of those goals, OSBM has implemented a new resource allocation process called "Resourcing for Results" that aligns funding recommendations with the activities specified in each Department's business plan. This method of doing business is the best way to ensure that we are using our assets to respond correctly to the needs and desires of our residents.

OSBM, through its new Revenue Maximization/Grant Coordination unit, has developed a countywide Revenue Maximization Plan, including grants coordination and the Federal Funds Maximization Program. The plan provides an introduction to revenue maximization concepts, identifies initiatives, benefits and goals for the current fiscal year and beyond. Revenue maximization and grants coordination staff has provided support and assistance to successful departmental efforts to obtain more than \$14.5 million for our community. Another approximately \$7.8 million in grant requests are currently pending. These grant revenue and maximization initiatives include support for programs and services including: homeland security, medical examiner equipment, voter education, government performance reporting, domestic violence, capacity for building faith- and community-based organizations, adult education for corrections inmates, and historic restoration. It's incumbent upon this government, on behalf of its citizens, to make sure every penny of available Federal funds makes it back to Miami-Dade to be spent on vital needs right here at home. By leveraging our precious dollars, it is often possible to obtain substantial matching funds for programs that benefit the entire community.

The need to better leverage resources was the driving force behind the March 3rd release of our first-ever Children's Budget. This

Leveraging Resources:

- \$14.5 million in grants received
- \$7.8 million pending

document detailed the 113 County programs and other community resources currently addressing the needs of our youngest citizens, with an eye to identifying gaps, efficiencies, overlap and opportunities. While we have maintained our service levels constant, I am currently recruiting for the position of "Children's Advocate" to assist me in strategic planning, interagency coordination and evaluation of countywide services for children and family, including advocating and maximizing the sources of funds and the quality of services we provide.

And when we do get money, we must spend it well and in a timely manner. To that end, I recommended a new administrative support structure for the Domestic Violence Oversight Board (DVOB), and directed County staff to identify and immediately address the delays associated with the construction, opening and utilization of our domestic abuse shelter. We must eliminate bureaucratic hurdles that prevent much-needed services from being provided as soon as possible.

Another great challenge presented was addressing the manner in which we plan and provide for the health of our citizens. The number of uninsured in our community is, frankly, unacceptable. Following the passage of legislation, we worked to quickly develop the administrative structure for the Office of Health Care Planning. I expect this new office to not only focus on making health care more affordable, but on how to make it more accessible and efficient; we need new, creative thinking to address this growing problem. Among our first priorities is the implementation of the recently approved "Health Flex" program. Staff is currently researching ways in which we can leverage our local funds as a match for federal dollars.

Also among the many organizational cost saving and efficiency initiatives undertaken in the past year was the establishment of a new state-of-the-art Elections facility in West Miami-Dade. The new office made good financial sense, providing a one-stop elections "shop" by combining administrative and warehouse functions under one roof. At the same time, the administrative structure of the department was streamlined and responsibilities re-aligned to ensure appropriate support for the provision of incident-free elections. This effort eliminated a middle layer of management and re-deployed those resources to areas which more directly "touch" our residents, while still saving the Department \$35,000 per year.

Emphasizing Accountability

The focus on results demands an increased level of accountability on the part of our employees. I have implemented a new Senior Management Performance Evaluation Program that ties executives' compensation directly to measurable performance goals for the first time in our history. These goals are clearly outlined in

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departments' annual business plans. The plans themselves, along with quarterly progress reports, are available for the public to examine online through our web portal. This procedure lays the foundation for an objective evaluation process that can tie merit increases to performance. We intend to expand this performance evaluation approach, over time working with organized labor, further through our workforce.

We must be accountable in following our own directives. In November, I reiterated to department directors the County's rehire policy for retirees who participated in the Florida Retirement System Deferred Retirement Option Program (DROP). As I have consistently said, participants must honor their written agreements to separate from County service upon the expiration of their DROP eligibility, unless they re-apply for reemployment through a competitive recruitment process, or are appointed by a Department Director to the same or equivalent classification. The misapplication of the previously established Executive Departure Incentive Program (DIP), which provides an incentive to high-level executives to leave their position when their departure is deemed to be in the best interest of the County, was also a concern. Upon review of the current program by senior staff members, I modified the DIP program to restore its original intent. Likewise, last Fall the "red circle" policy, used to provide temporary salary preservation to employees negatively impacted due to a job classification review, organizational review or layoff related actions, was revised to reflect a more fiscally prudent approach and to allow the County Manager the discretion of granting a red circle when it is deemed to be in the best interest of the County, as opposed to it being automatically applied.

Making sure we are responsive to our elected officials is also important to me. Our internal tracking databases have been web-enabled and further enhanced to provide more timely and appropriate follow through on Mayoral and BCC directives.

Holding County employees to the highest ethical standards has remained a top priority for the County, as we have continued to support full funding and service levels for the MDPD Public Corruption Unit, Commission on Ethics and Public Trust, Office of Inspector General, Audit and Management Services, and funding of the Commission Auditor position.

Appointing Capable Leaders

All of these restructuring and efficiency initiatives can only be as effective as the management team that implements them. In the past year it has been my pleasure to appoint some exceptional men and women to new positions of leadership within the County. From a new police chief, information technology director, elections supervisor, and consumer services director, to name a few, they are a diverse, highly motivated and exceptionally dedicated group of professional administrators. The fact that so many of them have been promoted from within this organization is a testament to the depth and quality of the management personnel we are fortunate to enjoy at Miami-Dade County.

I am also proud of the additions to my senior management team. These top staff appointments represent more than 200 years of combined public administration experience.

Through sharpening management's focus and streamlining the

Miamidade.gov:

- 3.2 million unique visitors in past year
- 283,785 library books renewed online
- \$10,529,820 in bills paid online

organization, I have taken concrete steps toward molding a government that lives up to its mission statement: delivering excellent public services that address the community's needs and enhance our quality of life. I pledge to continue to review the County's structure and operations on an ongoing basis. Rest assured that I will examine the way we do business with a critical eye and that I will bring you a wide array of recommendations to increase our efficiency with continuous improvement as the number one goal.

DELIVERING RESULTS OUR CUSTOMERS WANT

Listening is Number One

To me, public service is more than just a job. It is a calling. Serving the public — our customers — requires listening to their needs and wishes and creating a government organization capable of responding quickly and effectively. We have actively sought input from our residents through 15,000 customer satisfaction surveys distributed in 2003. The survey results are an integral part of the plans that departments have created to improve service. We've begun integrating the results into the strategic planning process and into department business plans in a number of ways and will be following up with a second survey effort in early 2005. And you can be sure that we will be letting you know exactly what we're doing to address the issues our citizens have identified.

Making It Easier

Our customers have told us they want it to be easier to interact with their County government and the County has responded. This year I had the privilege of being invited to join and serve on the Harvard Policy Group (HPG) on Network Enabled Service and Government. This group, a think tank of public and private leaders explores the challenges and opportunities that technology brings to the public sector. As a county, we are recognized for leadership in this area, and we are applying technology in a sound business manner to improve customer service at lower costs.

A new version of our web portal — www.miamidade.gov — was rolled out last year, offering personalization, increased subscription capabilities, a better search function and a new look and feel. Residents now enjoy the convenience of paying water bills online. And countless hours have been saved through the implementation of the e-appointment system that allows design professionals to meet with Building Department and Fire Department Plans Examiners to discuss and review plans during an Internet meeting.

Just recently, for the first time ever, we conducted our annual Tax Certificate sale on the Internet and collected in excess of \$ 110 million in revenue to the county and its various taxing authorities. Selling Tax Certificates in the past normally took more than a month to complete. This year it was done in three days.

Since the introduction of our electronic vendor enrollment process, the County has been able to cut our paperwork and reduce much of our "red tape". Most importantly, it has leveled the playing field between small and large firms competing for lucrative County contracts. Taxpayers are the real winners as a result of a more competitive bidding process. Also, the Department of Procurement Management has been able to realize true time frame reductions on invitations to bid and requests for proposal through the streamlining process. Procurement process improvement is ongoing and we are now working on additional reforms that should be shave weeks off current timelines for issuance and award of Invitations to Bid and Requests for Proposal.

It is no longer necessary to visit Miami-Dade offices to conduct many aspects of county business, but we do recognize that some customers prefer to interact with us in person or via telephone. Technology is freeing up staff from routine tasks and allowing them to devote more attention to meeting these customer service needs. To ensure that the quality of service is at the level Miami-Dade residents deserve, we've begun an initiative that will put more than 7500 employees through a comprehensive Customer Service Training Program.

We've looked not only inward but also outward as well, sharpening our communications and marketing strategy. The Board of County Commissioners recently approved a new Miami-Dade logo with refreshed colors which includes the word "County" in the design. It's important that we provide a uniform image and brand across all service delivery areas so residents can easily identify the wide array of services provided to them by the County every day, services that they otherwise may not have known were being provided by the County. The new logo is already in use on recently redesigned construction project signs that are going up by the dozens, identifying activities being undertaken by a host of County departments. These bright new signs stand beside canals that are being dredged, sewer pipes being upgraded, parks being enhanced and new homes being built for low-income families. They are powerful tools to communicate to our residents the hundreds of ways their tax dollars are at work improving our communities. And they are but the first step in a new marketing communications program we will be implementing, to bring residents comprehensive information about the County services and programs available to them.

ENHANCING QUALITY OF LIFE

Meeting Residents Needs

During the past year, the Miami-Dade County family experienced together some of the most poignant events to take place throughout the nation. I am proud that Miami-Dade County played such an integral role in the planning, staffing, and coordination of events, including: the memorial services for Celia Cruz, as the community said farewell to a legend; the parade for the Florida Marlins, as we celebrated another World Series Championship; the hosting of the VIII Americas Business Forum and the Free Trade Area of the

Americas (FTAA) Ministerial Meeting, as leaders of 34 nations converged in Miami-Dade County. It was an honor for this community to host the 4th Annual Latin GRAMMY Awards, and we look forward to hosting the MTV Video Music Awards in August. All of these events demonstrate that we have what it takes to work with a wide range of public and private agencies and levels of government to meet the community's needs.

The manner in which we support our special needs populations also involves improved public/private coordination. We enhanced our partnership with the Alliance for Human Services, providing additional dollars for the 2004 – 2007 CBO funding cycle. This additional funding was designed to further restructure the County's CBO funding process to ensure that all CBO funds invested in the social service area were aligned with the Social Service Master Plan (SSMP) and that all CBO dollars are allocated through a competitive process. As a part of the annual RFA process/policy, the Office of Community Development has also aligned the CDBG public services funding with the priorities identified in the SSMP.

As a County we have a vested interest in creating safe neighborhoods for our citizens. With this comes a responsibility to

address issues related to troubled youth (ages six to 18 years old). Consequently, in September 2003, I commissioned a study to review activities pertaining to the Juvenile Assessment Center (JAC) and

related juvenile services, with the view to improve the level of services we provide to juveniles and to better utilize our resources. The committee was charged with assessing activities related to juvenile intake, assessment and case management and to recommend an organizational structure and associated information management improvements. The Committee made several recommendations including, among others, the consolidation of critical juvenile services, reducing overlap and duplication, modifications to the information management systems and enhancing oversight of troubled youth. I will be taking steps to implement those recommendations that are immediately feasible.

Maintaining a Global Edge

The eyes of the world have been and continue to remain on the fine work and dedication of Miami-Dade County employees. This was a significant year for Miami International Airport, as it celebrated its 75th anniversary, making the airport the oldest, continuously-operated airport in the world. Also in 2003, the airport's newest and fourth runway opened, increasing airfield capacity by approximately 25 percent. The Port of Miami continues to be known as the "Cruise Capital of the World", with more than 3.9 million vacationers taking to the high seas. The Seaport also signed an historic agreement with the Panama Canal Authority in 2003 to generate more business by promoting the many benefits of the all-water route, which is the most reliable and economical link between the Port of Miami and the Far East.

With infrastructure that serves a global base, it is imperative that Miami-Dade County continues to remain at the forefront of Homeland

Security. I firmly believe that Homeland Security begins at home. Several County officials, including our Aviation and Office of Emergency Management Directors, have been playing important roles in the Council for Excellence in Government, a national effort spearheaded by U.S. Department of Homeland Security Secretary Tom Ridge. I am proud to report that we recently launched the County's first-ever Homeland Security website, www.miamidade.gov/homeland, an efficient tool that enhances Miami-Dade County's efforts to keep residents informed about the threat of terrorism and other disasters. It provides comprehensive information including how to prepare a disaster plan and kit, the latest news on homeland security and links to other important and informative websites. I recently appointed a Public Safety Program Manager to serve as coordinator for IT initiatives across all public safety departments, to be a technical advisor to executive staff in the area of cyber security, critical infrastructure protection and privacy. Also, a national search for a Senior Advisor on Homeland Security and Intelligence issues, overseeing the collection and dissemination of security developments and critical intelligence information, is expected to be completed within the next two months.

"Homeland Security begins at home."

Keeping Our Commitments

When voters passed a ½ penny surtax in 2002, it was with the expectation that improvements would be implemented as soon as possible to provide relief to our traffic congestion. While some of the enhancements included in the People's Transportation Plan (PTP) will take years to come to fruition, many improvements to bus service and our public works program have begun.

In the past year Miami-Dade Transit has purchased 170 new buses and implemented an additional 2,045,000 annual miles of bus service to the system, living up to the promise of a broader service area and more buses at peak hours.

I have tasked the Public Works department with accelerating its schedule of PTP projects by identifying those "low hanging fruits" - projects that can readily benefit our community - while we work on the more complex, long-term projects. Funds are now being used by the Public Works department in neighborhood improvement projects across the County, including school flashing signals, sidewalks and roadway paving, and replacement of faded street name signs at the rate of 70 intersections per week.

The necessary groundwork for the expansion of the Metrorail system continues to move ahead. Within the next few months, we will be awarding the Program Management Consultant (PMC) contract to assist our professional staff in managing our \$17 billion PTP expansion program. In keeping with the results of the summer study, I have worked with our Surface Transportation Manager to develop a model for the PMC contract with the necessary safeguards, but sufficient support, to assist us in meeting crucial deadlines and complying with necessary federal requirements. In a key agreement reached this February, and following much discussion, we obtained the Florida Department of Transportation's (FDOT) commitment of \$100 million in funding toward development of the critical 2.3 mile

PTP Improvements:

- 2,045,000 additional miles of bus service since June 2003
- Expanded Golden Passport Program to over 100,000 participants
- 1200 new street name signs installed
- New Patriot Passport for low income honorably discharged veterans

linkage between the Earlington Heights station and the Miami Intermodal Center (MIC). The development of the MIC took a significant step forward this year when, working together with the Aviation Department, Finance Department, Office of Strategic Business Management and FDOT, we developed a financing plan for the MIC-MIA Mover. Under this plan, we can accelerate our construction program, without impacting the financial integrity of our Aviation

Department's capital improvement plan. I am confident we can now meet the commitments of our Memorandum of Understanding with our State partners.

Improving Our Neighborhoods

Our residents deserve to live in a community with exceptional recreational and cultural activities and facilities, and that foster economic opportunities. It is one of our main priorities at Miami-Dade County to make sure that families continue to experience new venues where they can spend quality time with loved ones and find new ways to enrich their lives.

This year is truly a special time for our parks since the department is celebrating its 75th anniversary. Whether it's playing soccer, picnicking with the kids or gliding across a lake on a paddleboat, there is something for everyone at one of our Miami-Dade County parks. When new recreational facilities open in the County, a refreshed sense of satisfaction is felt throughout the entire community. Our Park and Recreation Department's recently opened the 20,576-square foot, \$2.6 million clubhouse at the Crandon Park Golf Course. But it was the opening of the Golf Club of Miami last November, following significant construction delays, that merits mention. After much evaluation, a settlement agreement with the former course operators successfully was negotiated, and I recommended that the County's capable Parks Department assume management of this County jewel. Today, the facility is well maintained and the community satisfied with the services being provided.

We are having enormous impacts in revitalizing communities. We are currently involved in the monitoring and oversight of the activities of the eight existing Community Redevelopment Agencies (CRAs) located throughout the County. The tax increment benefits of these existing CRAs provided approximately \$18 million in direct funding to support economic revitalization and redevelopment projects in FY 03-04. In addition, we are now reviewing the feasibility of requests for new CRAs, including the Munisport Site/Biscayne Landings Development Project in the City of North Miami and the Midtown Miami Development Project in the City of Miami. Both the

Biscayne Landings and the Midtown Miami development projects are expected to generate in excess of \$1 billion each in new taxable value to the property tax rolls. In addition, the Midtown Miami development, a project in which we are partnering with the City of Miami, is expected to generate in excess of 1500 new jobs.

With eight active Municipal Advisory Committees, one incorporation petition and six annexation applications pending, a new "Incorporation and Annexation Unit" has been charged with monitoring the potential impact of proposed incorporations and annexations on the way we do business, while providing the necessary support to our municipal partners.

Building Better Communities

What could be the most exciting and far-reaching initiative undertaken during my first 365 days as Manager is the Building Better Communities bond program. Last fall I was tasked by the Mayor and Commission to develop a general obligation bond program for potential placement on the ballot for the November 2004 general election. This program represents nothing less than a historic opportunity to bring substantial improvements to our quality of life, while creating thousands of new jobs and boosting our economy.

In keeping with our commitment to listen to our customers, the development of this extensive package of bond projects, estimated at \$2.6 billion, included an ambitious public outreach effort. The County held over 100 public meetings throughout all geographic areas of Miami-Dade in the early months of 2004 to get residents' perspectives on how best to invest in their future. Presentations have been made to business groups, civic organizations and homeowners associations and hundreds of surveys have been distributed through County facilities as well as via our web portal.

I met personally with the leadership of the Miami-Dade's 34 cities, villages and towns to solicit their input; a valuable exercise in strengthening the important relationship between the County and its municipalities.

With the help of my budget and capital construction teams, I am now prepared to present to the County Commission a comprehensive project list that truly reflects our community and its needs. Once the final list is approved and the ballot language prepared, the County will roll out a public education program to inform voters about the benefits of the bond program and how it will affect the future of all residents of Miami-Dade.

LOOKING FORWARD

The past 365 days have been an incredible journey. Much has been accomplished and of course, there is much work to be done. In an organization as substantial in size and complexity as Miami-Dade County, there will always be challenges to face. I am confident that the groundwork has been put in place to continue to tackle our most demanding tasks.

Working in conjunction with the City of Miami and the Florida Marlins for several months, we were able to draft a Preliminary Term Sheet, outlining commitment by all three parties, to continue to work together to finance, develop and construct a Ballpark at the Orange Bowl site. After receiving the approval of the governing bodies of the County and the City, we are continuing to work toward providing this

community with a project that I feel will reinforce and promote further opportunities in this area.

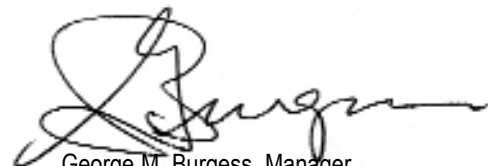
Like many South Florida residents, I look forward to the completion of the Performing Arts Center project. This will truly be a world-class performance venue that will be one of the most recognized landmarks in this region, attracting visitors, residents, and businesses to the downtown area. I am confident, as with any project of this magnitude, that working as a team with the builder and the architect, we will resolve outstanding issues so that we may enjoy this new cultural jewel by 2006.

Teamwork is the key to success. Twenty-eight elections took place in the past year, including the highly successful March 9th Countywide election for the Presidential Primary. I look forward to holding further successful elections in August and in November. Utilizing Miami-Dade County employees from several departments, once again, this organization will come together as a team, to ensure that the foundation of our democracy - free and fair elections - are a source of pride for Miami-Dade County.

By the end of this calendar year, Miami-Dade County citizens can expect to "reach out and touch" government with ease. The County's 3-1-1 Call Center will be able to provide a single telephone number for anyone in the area to call local government for non-emergency calls and government services. Eventually this will allow the 3,219 telephone numbers that citizens can now call to obtain Miami-Dade County services to be simplified down to one, easy to remember number.

Other important issues are still being analyzed and recommendations being drafted. For example, working with the Office of the Inspector General, we secured the services of the Humane Society of America to review our Animal Services operation. I will consider their findings, along with those from our internal review, in making a recommendation on how to improve this service. Also, staff held several meetings and developed a proposed budget and timeline for the possible transition of child abuse investigations and family preservation services to law enforcement and social service organizations.

I look forward to the tasks and challenges that we face. Working together, as a team, with a clear goal in mind: Delivering Excellence Every Day, Miami-Dade County can achieve greatness. I applaud the fine men and women who make public service their careers — one dedicated County employee at a time, one department at a time, as one County organization, working for the residents of Miami-Dade County, one day at a time, 365 days a year. Thank you for the opportunity to lead these efforts.



George M. Burgess, Manager
Miami-Dade County